MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2018/2019

BMG1814 – MANAGEMENT

(All sections / Groups)

18 OCTOBER 2018
2.30 p.m. – 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS:

1. This question paper consists of **TWO (2) SECTIONS** and **EIGHT (8)** pages (excluding the cover page).

2. **SECTION A** contains **FORTY (40)** multiple-choice questions (worth 60 marks). **Answer ALL questions.** Please indicate your answers in the *multiple-choice answer sheet* provided.

3. **SECTION B** contains **THREE (3)** essay questions. **Answer ALL questions** (worth 40 marks). Write your answers in the *Answer Booklet* provided.

SECTION A (60 MARKS): Answer ALL Questions

Identify the letter of the choice that best completes the statement or answers the question. Shade your choice of answer in the *multiple-choice answer sheet* provided.

1. A blueprint specifying the resource allocations schedules, and other actions necessary for attaining goals is referred to as a(n)
   A. goal.
   B. plan.
   C. mission.
   D. vision.

2. _____ is primarily responsible for operational goals/plans.
   A. Middle management
   B. Board of directors
   C. Lower management
   D. Top management

3. "We seek to become the premier agro-based technology provider Southeast Asia" is an example of a statement you are most likely to find in the organization's
   A. tactical goals.
   B. operational goals.
   C. mission.
   D. tactical plans.

4. Kamarul is a salesperson at a large telecommunications company. He was assigned with a goal of achieving RM400,000 in sales for the current quarter. He is unhappy because he knows that the most any salesperson has sold in one quarter in the past is just RM100,000. His goal of RM400,000 is probably
   A. not specific and measurable.
   B. not realistic.
   C. irrelevant.
   D. lacking a specific time period.

5. _____ is a business activity that an organization does especially well relative to its competition.
   A. Strategy
   B. Synergy
   C. Cash cow
   D. Core competence

6. Which of these questions is central to a functional-level strategy?
   A. What business are we in?
   B. How do we compete?
   C. How do we support our chosen strategy?
   D. What business do we buy?

Continued ...

7. OonTonk Group Berhad is particularly concerned about a new legislation that is being debated in Parliament that would further regulate their business. This legislation would be classified as
   A. an external opportunity.
   B. an internal strength.
   C. an external threat.
   D. an external weakness.

8. Zirco Holdings has a number of strategic business units. Their hand-held computer unit has a large market share in this rapidly growing industry. Their hand-held computer business would be classified as
   A. a dog.
   B. a star.
   C. a question mark.
   D. a cash cow.

9. Programmed decisions are made in response to ____ organizational problems.
   A. unusual
   B. recurring
   C. significant
   D. minor

10. When a small community hospital decides to add a radiation therapy unit, it is considered a
    A. programmed decision.
    B. structured decision.
    C. nonprogrammed decision.
    D. poor management decision.

11. Jonathan is a manager at the BuzzMedia Enterprises. He is expected to make decisions that are in the organization's best economic interests. His decisions should be based on which of the following models?
    A. The administrative model of decision making
    B. The garbage can model of decision making
    C. The scientific management model of decision making
    D. The classical model of decision making

12. The concept that people have the time and cognitive ability to process only a limited amount of information on which to base decisions is known as
    A. satisficing.
    B. bounded rationality.
    C. classical model of decision making.
    D. normative approach.

Continued ...

13. The people with authority and responsibility are subject to reporting and justifying task outcomes to those above them in the chain of command. This is called _____.
    A. delegation.
    B. line authority.
    C. staff authority.
    D. accountability.

14. Which of the following typically is NOT considered a staff department?
    A. Strategic planning
    B. Accounting
    C. Manufacturing
    D. Human resources

15. Jackson's department is made up of people with similar skills and work activities. His organization uses the ____ approach to departmentalization.
    A. team-based
    B. horizontal matrix
    C. divisional
    D. process

16. ExcelStar Corporation has been having numerous problems. Communication across departments is poor and decisions are backing up at the top of the organization. In this case, ExcelStar uses a structure.
    A. geographic
    B. product
    C. functional
    D. matrix

17. The innovation strategy for changing products and technologies that involves creating conditions and systems to facilitate internal and external coordination and knowledge sharing is known as
    A. exploration
    B. cooperation
    C. entrepreneurship
    D. idea incubator

18. Which of the following provides a safe harbor where ideas from employees throughout the company can be developed without interference from company bureaucracy or politics?
    A. An idea champion
    B. A sponsor
    C. A new-venture team
    D. An idea incubator

Continued ...

19. Vijay has average technical skills but his real strengths lay in visualizing the benefits of other's ideas and in finding financial and political support for these ideas. Vijay is an excellent example of
    A. a critic.
    B. a sponsor.
    C. an idea champion.
    D. an inventor.

20. Which of the following is the reinforcement stage of organization development, in which individuals acquire a desired new skill or attitude and are rewarded for it by the organization?
    A. Refreezing
    B. Restating
    C. Unfreezing
    D. Changing

21. The early research on leadership traits was referred as the
    A. contingency theory of leadership.
    B. path-goal theory of leadership.
    C. great man approach.
    D. situational theory of leadership.

22. Camelia is a manager at Glittery Enterprise. Hersey and Blanchard would consider most of her subordinates highly ready. Based on this, which of the following leadership styles is best for Camelia?
    A. Participating
    B. Delegating
    C. Selling
    D. Telling

23. The Michigan researchers used the term ____ for leaders who established high performance goals and displayed supportive behavior toward subordinates.
    A. job-centered leaders
    B. employee-centered leaders
    C. initiating structure
    D. consideration

24. Susan does not have much of a relationship with her subordinates. They feel obligated to do as she says because she's the boss. This is an example of
    A. referent power.
    B. legitimate power.
    C. coercive power.
    D. reward power.

Continued ...

25. ____ is defined as activities or practices that define the characteristics of applicants to whom selection procedures are ultimately applied.
A. Selection
B. Recruiting
C. Training
D. Developing

26. Which of the following is a device for collecting information about an applicant's education, previous job experience, and other background characteristics?
A. Employment test
B. An assessment center
C. An application form
D. An affirmative action form

27. Which of the following is a process that uses multiple raters, including self-rating, to appraise employee performance and guide development?
A. A 360-degree feedback
B. Job evaluation
C. Multiple-rater appraisal
D. Performance appraisal interview

28. ____ allow employees to select the benefits of greatest value to them.
A. Pay-for-performance
B. Cafeteria-plan benefits packages
C. Incentive pay
D. Group performance pay

29. Which of the following is a content theory that proposes that people are motivated by physiological, safety, belongingness, esteem, and self-actualization needs?
A. Reinforcement theory
B. Process theory
C. Situational theory
D. Hierarchy of needs theory

30. Which need describes the desire to be accepted by one's peer, have friendships, be part of a group, and be loved?
A. Self-actualization needs
B. Physiological needs
C. Esteem needs
D. Belongingness needs

Continued ...

31. A high need for ____ is associated with successful attainment of top levels in the organizational hierarchy, according to McClelland.
    A. power
    B. achievement
    C. affiliation
    D. success

32. One of your fellow team members at work is continually disrupting the team's work with jokes and general horseplay. You hope that by ignoring him he will stop this senseless behavior. You are attempting to use which reinforcement tool?
    A. Extinction
    B. Positive reinforcement
    C. Negative reinforcement
    D. Avoidance learning

33. ____ and ____ are potential sources for communication errors because knowledge, attitudes, and background act as filters.
    A. Encoding, channel
    B. Encoding, noise
    C. Decoding, channel
    D. Decoding, encoding

34. ____ refers to the amount of information that can be transmitted during a communication episode.
    A. Channel richness
    B. Electronic mail
    C. Encoding
    D. Upward communication

35. An example of non-verbal communication is all of these EXCEPT
    A. posture.
    B. facial expression.
    C. voice.
    D. written memo.

36. Keys to effective listening include all of the following EXCEPT
    A. find areas of interest.
    B. listen for ideas.
    C. be responsive.
    D. have preconceptions.

Continued ...

37. According to the control model, after establishing standards of performance the manager should
    A. compare performance to standards.
    B. get the standards approved by the supervisors and subordinates.
    C. measure actual performance.
    D. take corrective action.

38. Which of the following allows employees to see for themselves the financial condition of the company?
    A. Open-book management
    B. An economic value-added system
    C. Activity-based costing
    D. An inappropriate control system

39. In the process of implementing the balanced scorecard approach at her company, operations manager Maria Fauzana wonders whether internal activities and processes add value for customers and shareholders. This involves which dimension of the balanced scorecard?
    A. Customers
    B. Learning and growth
    C. Financials
    D. Internal business processes

40. At EOM Manufacturing Berhad, rules and procedures are used only when necessary. Instead, shared goals and values guide employee behavior. EOM uses what type of organizational control?
    A. Centralized control
    B. Hierarchical control
    C. Decentralized control
    D. Top-down control

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SECTION B (40 MARKS): Answer ALL questions.
Write your answers in the *answer booklet* provided.

QUESTION 1

Describe any FOUR (4) visible manifestations of corporate culture and include an example of each.

(12 marks)

QUESTION 2

As a manager in the Procurement Department, you are tasked to handle the tender application, evaluation, and approval process at your company. One of your current vendors wants to give you a free all-inclusive holiday trip to Europe as a token of appreciation for the long-term business relationship between his company and yours.

Discuss the ethicality of accepting the gift from the perspective of *Utilitarian* and *Individualism* approaches to ethical decision making.

(20 marks)

QUESTION 3

Discuss FOUR (4) differences between Taylor's *Scientific Management* and McGregor's *Theory X and Theory Y.*

(8 marks)

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